

# Professional Practice – Distributional Electives

## Description

The M.Arch-1 program prepares its graduates for productive careers in architecture and related design fields. To this end, it is important that students develop a clear understanding of the diverse landscape of contemporary practice and the career avenues open to them when they leave Gund Hall. A broad range of Professional Practice topics are introduced in the required course PRO 7212 Foundations of Practice, including practice management, project management, financial considerations, techniques of leadership, and legal and ethical responsibilities to clients, user groups, and the public. In addition to this foundational course, the M.Arch-1 program requires students to earn a minimum of four (4) credit units in courses designated as Professional Practice (Pro Prac) distributional electives. The distributional elective requirement asks students to investigate in greater depth one or more of the following knowledge areas: the history and theory of practice; design team management and collaboration theory; entrepreneurship and innovation; project delivery; and real estate development and finance. The Pro Prac elective aims to increase students' critical awareness of both conventional and alternative modes of practice and, by developing one or more specialized areas of knowledge, to provoke decisions about the future role(s) students wish to play in the profession and in the world. By developing knowledge and skills in this arena while in school, young architects learn to integrate professionally focused analytical thinking with other forms of design research they conduct at the GSD.

## Archive of Past Approved Courses

*Note: For a course to count towards a requirement, it must be taken in the year that it was listed as valid.*

### Spring 2024

5252 Real Estate Law	Marilyn Sticklor
5292 Introduction to Real Estate Finance, Development, and Management	Allen Hamilton, Julie Perlman
5453 Learning From Failure 1 [Module 1]	Donald Sheets
5454 Learning From Failure 2 [Module 2]	Donald Sheets
5456 Climate Change, Real Estate, and Public Policy [Module 1]	Sanjay Seth
5457 Real Estate Private Equity and Capital Markets [Module 2]	Daniel Dubrowski, Daniel Cummings
5460 Community-Informed Urban Design	Dana McKinney White
7456 Designing Critical Practices	Alexis Landes
7457 Is the Grass Any Greener? Architectural Practice & Project Delivery Around the World	Jacob Reidel
7458 History and Theory of Architectural Practice	George Johnston

### Fall 2023

5206 Land Use and Environmental Law	Jarold Kayden
5212 Field Studies in Real Estate, Urban Planning and Design	Richard Peiser
5215 Analytic Methods of Urban Planning: Quantitative [Module 2]	Carole Voulgaris
5216 Analytic Methods of Urban Planning: Qualitative [Module 2]	Ann Forsyth
5249 Design for Real Estate	Timothy Love
7408 Frameworks of Practice	Jacob Reidel
7445 Urban Stack: Practice Methods for a Complex World	Elizabeth Christoforetti
7453 Origins and Contemporary Practices of Asian Landscape Architecture: Korean Perspectives and More	Jung Yoon Kim
7454 Entrepreneurship and the Built Environment	Alberto Kritzler
7455 Negotiation for Planners [Module 1]	Tobia Berkman David Fairman

### Spring 2023

5438 Designer Developer	Weijia Song
5442 New Towns and Affordable Housing Development in Africa	Richard Peiser
5490 Affordable and Mixed-Income Housing Development, Finance, and Management	Edward Marchant
6385 Automation in Practice: Building the future of Architecture(s), Engineering, and Construction	Nathan King
7444 Non-Professional Practice	Oana Stanescu
7448 Products of Practice: From code to plan to code	Elizabeth Christoforetti

7452 International Real Estate and Urban Developments

Bing Wang

**Fall 2022**

4485 Race and Gender: Landscape Architecture as Practice, Profession, and Discipline  
5204 Real Estate Finance and Development  
5206 Land Use and Environmental Law  
5212 Field Studies in Real Estate, Planning, and Urban Design  
5215 Analytic Methods of Urban Planning: Quantitative Module [M1]  
5216 Analytic Methods of Urban Planning: Qualitative Module [M2]  
7408 Frameworks of Practice  
7445 Elements of the Urban Stack

Thaisa Way  
Richard Peiser, Allan Hamilton  
Jerold Kayden  
Richard Peiser  
Carole Voulgaris  
Ann Forsyth  
Jacob Reidel  
Elizabeth Christoforetti

**Spring 2022**

5275 Advanced Real Estate Finance  
5276 Building and Leading Real Estate Enterprises and Entrepreneurship  
5370 Environment, Economics, and Enterprise  
5438 Designer Developer  
5490 Affordable and Mixed-Income Housing Development, Finance, and Management  
6385 Automation in Practice: Building the future of Architecture(s),  
Engineering, and Construction  
7448 Products of Practice: From code to plan to code

Frank Apeseche  
Frank Apeseche  
Holly Samuelson, Frank Apeseche  
Weijia Song  
Edward Marchant  
Nathan King  
  
Elizabeth Christoforetti

**Fall 2021**

5204 Real Estate Finance and Development  
5206 Land Use and Environmental Law  
5212 Field Studies in Real Estate, Planning, and Urban Design  
5215 Analytic Methods of Urban Planning: Quantitative Module [M1]  
5216 Analytic Methods of Urban Planning: Qualitative Module [M2]  
7408 Frameworks of Practice  
7445 Elements of the Urban Stack  
7449 Real Estate Private Equity [M1]  
7450 Real Estate Private Equity [M2]  
15.401 Managerial Finance [MIT]

Richard Peiser, Allan Hamilton  
Jerold Kayden  
Richard Peiser  
Carole Voulgaris  
Ann Forsyth  
Jacob Reidel  
Elizabeth Christoforetti  
Frank Apeseche  
Frank Apeseche  
Taha Choukhmane

**Spring 2021**

5103 Public and Private Development  
5275 Advanced Real Estate Finance  
5276 Building and Leading Real Estate Enterprises and Entrepreneurship  
5370 Environment, Economics, and Enterprise  
5385 CoDesign Field Lab Black Belt Study for the Green New Deal  
5490 Affordable and Mixed-Income Housing Development, Finance, and Management  
7444 Non-Professional Practice  
7448 Products of Practice: From code to plan to code

Jerold Kayden  
Frank Apeseche  
Frank Apeseche  
Holly Samuelson, Frank Apeseche  
Lily Song  
Edward Marchant  
Oana Stanescu  
Elizabeth Christoforetti

**Fall 2020**

5204 Real Estate Finance and Development  
5206 Land Use and Environmental Law  
5212 Field Studies in Real Estate, Planning, and Urban Design  
5215 Analytic Methods of Urban Planning: Quantitative Module [M1]  
5216 Analytic Methods of Urban Planning: Qualitative Module [M2]  
7408 Frameworks of Practice  
7420 Innovation in Project Delivery  
7445 Elements of the Urban Stack  
  
7447 Landscape Practices  
7449 Real Estate Private Equity [M1]

Richard Peiser, Allan Hamilton  
Jerold Kayden  
Richard Peiser  
Carole Voulgaris  
Ann Forsyth  
Jacob Reidel  
Mark Johnson  
Paul Nakazawa, Elizabeth  
Christoforetti  
Christopher Reed  
Frank Apeseche

7450 Real Estate Private Equity [M2]  
15.401 Managerial Finance [MIT]

Frank Apeseche  
Adrien Verdelhan

### Spring 2020

5103 Public and Private Development  
5275 Advanced Real Estate Finance  
5276 Building and Leading Real Estate Enterprises and Entrepreneurship  
5370 Environment, Economics, and Enterprise  
5490 Affordable and Mixed-Income Housing Development  
7444 Non-Professional Practice  
7447 Landscape Practices  
7448 Products of Practice: From code to plan to code  
6913 Field Course: Arts and Cultural Entrepreneurship (HBS Course)

Adam Tanaka  
Frank Apeseche  
Frank Apeseche  
Holly Samuelson, Frank Apeseche  
Edward Marchant  
Oana Stanescu  
Christopher Reed  
Elizabeth Christoforetti  
Rohit Deshpande, Henry McGee

### Fall 2019

5204 Real Estate Finance and Development  
5206 Land Use and Environmental Law  
5212 Field Studies in Real Estate, Planning, and Urban Design: Minneapolis, MN  
and Medford, MA.  
5215 Analytic Methods of Urban Planning: Quantitative Module  
5216 Analytic Methods of Urban Planning: Qualitative Module  
7408 Frameworks of Practice  
7420 Innovation in Project Delivery  
7445 Elements of the Urban Stack

Richard Peiser, Allan Hamilton  
Brian Blaesser  
Richard Peiser

Michael Hooper  
Ann Forsyth  
Paul Nakazawa, Jacob Reidel  
Mark Johnson  
Paul Nakazawa, Elizabeth  
Christoforetti

### Spring 2019

5103 Public and Private Development  
5201 Urban Politics and Planning (at HKS)  
5275 Advanced Real Estate Finance  
5276 Building and Leading Real Estate Enterprises and Entrepreneurship  
5370 Environment, Economics, and Enterprise  
5490 Affordable and Mixed-Income Housing Development  
7444 Non-Professional Practice  
7446 Designing with the Urban Stack A Practice Course for Designers of the  
Built Environment

Jerold Kayden  
Quinton Mayne  
Frank Apeseche  
Frank Apeseche  
Holly Samuelson, Frank Apeseche  
Edward Marchant  
Oana Stanescu  
Paul Nakazawa

### Fall 2018

5204 Real Estate Finance and Development  
5206 Land Use and Environmental Law  
5212 Field Studies in Real Estate, Planning, and Urban Design Miami Beach  
and Boston  
5215 Analytic Methods Quantitative (M1)  
5216 Analytic Methods Qualitative (M2)  
5364 Sustainable Real Estate  
5431 Form+Finance the Design of Real Estate  
6271 The Innovator's Practice Finding, Building and Leading Good Ideas with Others  
(at SEAS)  
7408 Frameworks of Practice  
7420 Innovation in Project Delivery  
7445 Elements of the Urban Stack

Richard Peiser  
Jerold Kayden  
Richard Peiser

Michael Hooper  
Ann Forsyth  
Jesse Keenan  
Bing Wang  
Beth Altringer

Paul Nakazawa  
Mark R. Johnson  
Paul Nakazawa

### Spring 2018

5103 Public and Private Development  
5201 Urban Politics and Planning (at HKS)  
5275 Advanced Real Estate Finance  
5276 Building and Leading Real Estate Enterprises and Entrepreneurship  
5370 Environment, Economics, and Enterprise

Jerold Kayden  
Quinton Mayne  
Frank Apeseche  
Frank Apeseche  
Holly Samuelson, Frank Apeseche

5490 Affordable and Mixed-Income Housing Development, Finance, and Management  
7443 Scenes of Design, Development, and Disaster  
7444 Non-Professional Practice

Edward Marchant  
Todd Reisz  
Oana Stanesc

### Fall 2017

3330 Conservation of Older Buildings Techniques and Technics  
5204 Real Estate Finance and Development  
5206 Land Use and Environmental Law  
5212 Field Studies in Real Estate, Planning, and Urban Design Miami Beach and Boston  
5215 Analytic Methods of Urban Planning Quantitative  
5216 Analytic Methods Qualitative  
5364 Sustainable Real Estate  
5492 Real Estate Finance and Development Fundamentals for Public... (at HKS)  
7408 Frameworks of Contemporary Practice  
7420 Innovation in Project Delivery

Robert Silman  
Richard Peiser  
Jerold Kayden  
Richard Peiser  
Michael Hooper  
Ann Forsyth  
Jesse Keenan  
Edward Marchant  
Paul Nakazawa  
Mark R. Johnson

### Spring 2017

5103 Public and Private Development  
5201 Urban Politics and Planning (at KSG)  
5275 Advanced Real Estate Finance  
5276 Building and Leading Real Estate Enterprises and Entrepreneurship  
5370 Environment, Economics, and Enterprise  
5490 Affordable and Mixed-Income Housing Development, Finance, and Management  
7416 The Practice as Project

Jerold Kayden  
Quinton Mayne  
Frank Apeseche  
Frank Apeseche  
Frank Apeseche  
Edward Marchant  
Florian Idenburg

### Fall 2016

5204 Real Estate Finance and Development  
5206 Land Use and Environmental Law  
5212 Field Studies in Real Estate, Planning, and Urban Design Miami Beach and Boston  
5215 Analytic Methods of Urban Planning Quantitative  
5216 Analytic Methods Qualitative  
5364 Sustainable Real Estate  
5431 Form+Finance the Design of Real Estate  
5492 Real Estate Finance and Development Fundamentals for Public... (at HKS)  
6271 The Innovative Practice Finding, Building, and Leading Good Ideas with Others  
7408 Frameworks of Contemporary Practice  
7420 Innovation in Project Delivery

Richard Peiser  
Jerold Kayden  
Richard Peiser  
Michael Hooper  
Ann Forsyth  
Jesse Keenan  
Wang, Gamble  
Edward Marchant  
Beth Altringer  
Paul Nakazawa  
Mark R. Johnson

### Spring 2016

5103 Public and Private Development  
5370 Environment, Economics, and Enterprise  
6328 Interdisciplinary Design Practice  
5275 [M3] Advanced Real Estate Finance  
5276 [M4] Building and Leading Real Estate Enterprises and Entrepreneurship

Laura Wolf-Powers  
Samuelson, Apesche  
Kara, Georgoulis  
Richard Peiser  
Frank Apesche

### Fall 2015

5204 Real Estate Finance and Development  
5206 Land Use and Environmental Law  
6271 The Innovative Practice Finding, Building, and Leading Good Ideas with Others  
7408 Frameworks of Contemporary Practice  
7420 Innovation in Project Delivery  
5492 Real Estate Finance and Development Fundamentals for Public and Private... (at HKS)

Richard Peiser  
David Karnovsky  
Beth Altringer  
Paul Nakazawa  
Mark R. Johnson  
Edward Marchant

### Spring 2015

5103 Public and Private Development  
5370 Environment, Economics, and Enterprise  
6328 In search of Design through Engineers  
7417 Design Competitions  
7420 Innovation in Project Delivery

Jerold Kayden  
H. Samuelson, F. Apeseche  
A. Georgoulis, H. Kara  
Jerold Kayden  
Mark R. Johnson

5405 Global Leadership in Real Estate and Design  
5275 [M3] Advanced Real Estate Finance  
5276 [M4] Building and Leading Real Estate Enterprises and Entrepreneurship

Bing Wang, Eugene Kohn  
Richard Peiser  
Frank Apeseche

### Fall 2014

5204 Real Estate Finance and Development  
5206 Land Use and Environmental Law  
6271 The Innovative Practice Finding, Building, and Leading Good Ideas with Others  
7408 Contemporary Frameworks of Practice  
7410 The Architect in History The Evolution of Practice from Renaissance to Present

Richard Peiser  
Jerold Kayden  
Beth Altringer  
Paul Nakazawa  
Jay Wickersham

### Spring 2014

5103 Public and Private Development  
6328 In Search of Design through Engineers  
7416 The Practice as Project  
7417 Design Competitions

Jerold Kayden  
Hanif Kara, Andreas Georgoulas  
Florian Idenburg, Matan Mayer  
Jerold Kayden

### Fall 2013

5204 Real Estate Finance and Development  
5206 Land Use and Environmental Law  
6271 The Innovative Practice Finding, Building and Leading Good Ideas with Others (at SEAS)  
7408 Contemporary Frameworks of Practice  
7410 The Architect in History The Evolution of Practice from Renaissance to Present

Richard Peiser  
Jerold Kayden  
Beth Altringer  
Paul Nakazawa  
Jay Wickersham

### Spring 2013

6328 In Search of Design through Engineers  
7415 Project Delivery  
7440 Leading the Design Firm

Hanif Kara, Andreas Georgoulas  
Richard Jennings  
Richard Jennings, Brian Kenet

### Fall 2012

5204 Real Estate Finance and Development  
7408 Contemporary Frameworks of Practice  
The Architect in History The Evolution of Practice from Renaissance to Present  
Design and Development from Concept to Implementation

Richard Peiser  
Paul Nakazawa 7410  
Jay Wickersham 7411  
Andreas Georgoulas

### FAS

ES21 The Innovator's Practice Finding, building and leading good ideas with others

Beth Altringer

### Spring 2012

5103 Public and Private Development  
5215 Analytic Methods of Urban Planning Quantitative (2 units)  
5216 Analytic Methods Qualitative (2 units)  
5303 Advance Real Estate Development and Finance  
5319 Urbanization and International Development  
5343 Disaster Field Lab  
5430 Public Approvals for Private Development Projects (2 units)  
5431 Building Design Typologies and Operational Principles of Real Estate (2 units)  
5469 Environmental Planning and Sustainable Development...  
5473 Housing Policy in the United States  
5489 Real Estate in Frontier Markets  
5490 Affordable and Mixed-Income Housing Development, Finance, and Management  
5501 Transforming Cities in Emerging Economies  
6328 In Search of Design Through Engineers  
7309 Sustainable Cities Urbanization, Infrastructure, and Finance (2 units)  
7409 Real Estate Development, Design, and Construction (2 units)  
7440 Leading the Design Firm  
9116 Cultural Tourism in the Al-Turat World Heritage Site, Saudi

Jerold Kayden  
Michael Hooper  
Joyce Rosenthal  
Richard Peiser  
Michael Hooper  
J. Rosenthal, M. Mazereeuw, C. Werthmann  
Matthew Kiefer  
Bing Wang  
Joyce Rosenthal  
Eric Belsky  
Nicolas Retsinas  
Edward Marchant  
Diane Davis  
Hanif Kara, Andreas Georoulas  
John Macomber  
Macomber, Gordon, Kohn  
Richard Jennings, Brian Kenet  
Richard Peiser, Bing Wang

### Fall 2011

5201 Urban Politics and Planning

Alan Altshuler

5203 Markets and Market Failures  
5204 Real Estate Finance and Development  
5206 Planning and Environmental Law  
5476 Housing Delivery Systems in the United States  
5484 Redevelopment Policy  
5492 Real Estate Finance and Development Fundamentals  
7408 Landscape of Contemporary and Anticipatory Practice  
7410 The Architect in History The Evolution of Practice from Renaissance to Present  
7411 Design and Development from Concept to Implementation

Jose Gomez-Ibanez  
Richard Peiser  
Jerold S. Kayden  
James Stockard  
Susan Fainstein  
Edward Marchant  
Paul Nakazawa  
Jay Wickersham  
Andreas Georgoulas

### Spring 2011

5103 Public and Private Development  
5303 Advanced Real Estate Development and Finance  
and Operational Principles of Real Estate  
5403M4 Public Approvals for Private Development Projects  
6328 In Search of Design through Engineers  
6331 Building Information Models  
7307 Business Strategy, Economics, and Sustainability  
7440 Leading the Design Firm

Jerold S. Kayden  
Richard Peiser 5403M3 Building Design Typologies  
Bing Wang  
Matthew Kiefer  
Andreas Georgoulas, Hanif Kara  
Michael Schroeder  
John Macomber  
Richard Jennings, Brian Kenet

### Fall 2010

5201 Urban Politics, Planning, and Development  
5203A Markets and Market Failure  
5203B Markets and Market Failure  
5204 Real Estate Development and Finance  
5206 Planning and Environmental Law  
5476 Housing Delivery Systems in the United States  
5484 Redevelopment Policy  
5492 Real Estate Finance and Development Fundamentals  
7407 Managing the Design Project  
7408 A New Framework for Practice  
7410 The Architect in History The Evolution of Practice ...Renaissance to the Present  
7411 Design and Development from Concept to Implementation

Alan Altshuler  
Joseph Kalt  
Jose Gomez-Ibanez  
Richard Peiser  
Brian Blaesser  
James Stockard  
Susan Fainstein  
Edward Marchant  
Richard Jennings  
Paul Nakazawa  
Jay Wickersham  
Andreas Georgoulas, Spiro Pollalis

### HBS

HBS2166 Operations Strategy

Robert S. Huckman, Daniel C. Snow

### Spring 2010

5103 Public and Private Development  
5303 Advanced Real Estate Development and Finance  
5403M3 Building Design Typologies and Operational Principles of Real Estate  
5475 Design of Housing in the United States  
6328 In Search of Design through Engineers  
6331 Building Information Models  
7222 The Bilbao Guggenheim Museum Topics in Project Management  
7307 Strategy, Sustainability, and Finance  
7409 (HBS 1461) Real Estate Development, Design, and Construction  
7413 Integrated Project Delivery

Brian W. Blaesser  
Frank Apeseche, Glen Mueller  
Bing Wang  
Leland Cott  
Andreas Georgoulas, Hanif Kara  
Michael Schroeder  
Spiro Pollalis, Luis Rodriguez  
John Macomber  
J. Macomber, E. Kohn, C. Gordon  
Richard Jennings

### Fall 2009

3432 Global Redesign Project  
5201 Urban Politics, Planning, and Development  
5203A Markets and Market Failure  
5203B Markets and Market Failure  
5204 Real Estate Development and Finance  
5206 Planning and Environmental Law  
5476 Housing Delivery Systems in the United States  
7407 Managing the Design Project  
7408 A New Framework for Practice  
7410 The Architect in History The Evolution of Practice... Renaissance to the Present

Toshiko Mori  
Alan Altshuler  
Joseph Kalt  
Jose Gomez-Ibanez  
Richard Peiser  
Brian Blaesser  
James Stockard  
Richard Jennings  
Paul Nakazawa  
Jay Wickersham

7411 Design and Development from Concept to Implementation  
7440 Leading the Design Firm

**HBS**

HBS2166 Operations Strategy

Andreas Georgoulis, Spiro Pollalis  
A. Georgoulis, R. Jennings, B. Kenet

Robert S. Huckman, Daniel C. Snow

**Spring 2009**

5103 Public and Private Development  
5303 Advanced Real Estate Development and Finance  
5403M3 Public Approvals for Private Development Projects  
5403M4 Building Design and Planning Typologies  
5475 Design of Housing in the United States  
6328 In Search of Engineer  
6331 Building Information Models  
7307 Strategy, Sustainability, and Finance  
7407 Managing the Design Project  
HBS 1461 Real Estate Development, Design, and Construction

Jerold S. Kayden  
Frank Apeseche, Glenn Mueller  
Matthew Kiefer  
Bing Wang  
Leland Cott  
Andreas Georgoulis, Hanif Kara  
Michael Schroeder  
John Macomber  
Richard Jennings  
E. Kohn, J. Macomber, C. Gordon

**Fall 2008**

5201 Urban Politics, Planning, and Development  
5203B Markets and Market Failure  
5204 Real Estate Development and Finance  
5206 Planning and Environmental Law  
5476 Housing Delivery Systems in the United States  
5484 Redevelopment Policy  
7213 International Design Practice Business, Law, and Culture  
7406 Specifications  
7408 A New Framework for Practice  
7411 Design and Development from Concept to Implementation  
7440 Leading the Design Firm  
HBS 2166 Operations Strategy

Alan Altshuler  
Jose Gomez-Ibanez  
Richard Peiser  
Brian Blaesser  
James Stockard  
Susan Fainstein  
Jay Wickersham  
Mark Kalin  
Paul Nakazawa  
Spiro Pollalis, Andreas Georgoulis  
Brian Kenet, Spiro Pollalis  
Robert S. Huckman, Daniel C. Snow

**Spring 2008**

5103 Public and Private Development  
5212 Field Studies in Real Estate, Planning & Urban Design ... Lee, MA  
5303 Advanced Real Estate Development and Finance  
5314 Strategic Planning and Local Development  
5403M3 Public Approvals for Private Development Projects  
5403M4 Design Typologies and Financial Operation for Urban Developments  
The Design of Housing in the United States  
6328 In Search of the Engineer  
6331 Building Information Models

Jerold S. Kayden  
Richard Peiser, Bing Wang  
Richard Peiser  
Mona Serageldin  
Matthew Kiefer  
Bing Wang 5475  
Lee Cott  
Hanif Kara, Andreas Georgoulis  
Michael Schroeder

**Fall 2007**

5203A Markets and Market Failure  
5203B Markets and Market Failure  
5204 Real Estate Development and Finance  
5480UPD Negotiation and Conflict Resolution in Urban Planning and Design  
5476 Housing Delivery Systems in the United States  
7213 International Design Practice Business, Law, and Culture  
7406 Specifications  
7408 A New Framework for Practice  
7440 Leading the Design Firm

**MIT**

MIT 11.345J Entrepreneurship in Construction and Redevelopment  
MIT 11.421J/15.426J Real Estate Finance & Investments I Micro-Level Fundamentals

Joseph Kalt  
Jose Gomez-Ibanez  
Richard Peiser  
James Kostaras  
James Stockard  
Jay Wickersham  
Mark Kalin  
Paul Nakazawa  
Brian Kenet

John Kennedy  
David Geltner

**Spring 2007**

5203S Markets and Market Failures  
5206 Planning and Environmental Law

Jose Gomez-Ibanez  
Brian Blaesser

5212 Field Studies in Real Estate, Planning, and Urban Design  
5303 Advanced Real Estate Development and Finance  
5314 Strategic Planning and Local Development  
5403M3 Public Approvals for Private and Development Projects  
5475 The Design of Housing in the United States  
7208 Legal Aspects of Design Practice  
7222 The Bilbao Guggenheim Museum Topics in Project Management

Richard Peiser  
Mona Serageldin  
Matthew Kiefer  
Bing Wan  
Leland Cott  
Carl Sapers  
Spiro Pollalis, Luis Rodriguez

### **Fall 2006**

5103 Public and Private Development  
5203F Markets and Market Failures  
5204 Real Estate Development and Finance  
5476 Housing Delivery System in the United States  
7405 Leading the Design Firm  
7406 Specifications  
7411 From Concept to Implementation  
**MIT**  
MIT 11.345J Entrepreneurship in Construction and Redevelopment

Jerold Kayden  
Joseph Kalt  
Richard Peiser  
James Stockard  
Spiro Pollalis, Brian Kenet  
Mark Kalin  
Spiro Pollalis

### **Spring 2006**

5103 Public and Private Development  
5212 Field Studies in Real Estate, Planning, and Urban Design  
5303 Advance Real Estate Development and Finance  
5473 Housing Policy in the United States The Intersection of the Public  
5475M3 The Design of Housing in the United States  
7208 Legal Aspects of Design Practice  
7213 International Design Practice Business, Law, and Culture  
7222 The Bilbao Guggenheim Museum

Jerold Kayden  
Richard Peiser, Bing Wang  
Richard Peiser  
Eric Belsky, Nicolas Retsinas  
Leland Cott  
Carl Sapers  
Jay Wickersham  
Spiro Pollalis, Luis Rodriguez

### **Fall 2005**

5203 Markets and Market Failures  
5204 Real Estate Finance and Development  
5206 Planning and Environmental Law  
5476M2 The Housing Delivery System in the United States  
7301 Internet and Architecture  
7305 Strategic Management in Design and Construction  
7404 Entrepreneurship  
7411 From Concept to Implementation  
HBS 1556 General Management Processes and Action

Jose Gomez-Ibanez  
Richard Peiser  
Jay Wickersham  
James Stockard  
Jeffrey Huang  
John Macomber  
Joe MacDonald  
Spiro Pollalis  
Michael Roberto



